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13. ABSTRACT *(Maximum 200 words)*

This document discusses the implementation of TQM by DSAC. It includes TQM concepts, methodology, goals and strategies, and milestones. DSAC's overarching strategic goal is to improve support to the customer.

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DSAC TOTAL QUALITY MANAGEMENT
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PREFACE

This document is the DSAC Implementation Plan for Total Quality Management (TQM). It conforms to the format prescribed by and contained in the DLA TQM Master Plan. To avoid duplication of the guidance embodied in the DLA TQM Master Plan, this plan addresses TQM from a DSAC perspective only. The DoD/DLA TQM policies, guidance and goals are contained in the DLA TQM Master Plan and can be reviewed in that document.

CONTENTS

TQM Basics

The Total Quality Management (TQM) concept is based upon the pioneering work of Dr. W. Edwards Deming, Dr. Joseph H. Juran, Philip B. Crosby, and others.

TQM is:

- A methodology and philosophy on how to approach your business

- A systematic process for improving products and services

- A structured, disciplined approach to identifying and solving problems

- A participatory work style, conveyed by management actions and commitment, which harnesses the creativity and ideas of all employees

- Long Term

- Supported by Statistical Process Control

- Practiced by each and every employee

TQM is not:

- A program or fad

- Crisis management

- Conveyed by slogans

- Short term

- Driven by Statistical Process Control

- Assigned to subordinates

TQM Philosophy

Quality is a participative, competitive strategic process. As implied by the word "Total" in TQM, quality permeates every facet of DSAC's business environment. To facilitate the success of our quality initiatives, DSAC must cultivate a business environment which allows quality to permeate everything we do.

DSAC's overarching strategic goal is to "Improve Support to the Customer". Under TQM, this DSAC's customer service goal is to "Delight the Customer" which means anticipating the customer's needs and giving him more than what he asks for. Delighting DSAC's customers is being accomplished by empowering our people. The attitudes, interactions, and behavior of people define the culture and business environment of DSAC. The quality of our business environment determines the success that we will enjoy as an organization and our potential to succeed. Culture is the foundation upon which DSAC can build its efforts to evolve to a quality oriented business environment. Culture is shared beliefs, attitudes and values guiding the thinking and behavioral style of an organization's members. These beliefs, attitudes and values determine how well we can make DSAC TEAM ATTACK a reality and how well we can live up to the DSAC motto: "Dedication, Service, Action, and Commitment, ALL PART OF OUR PAST AND PART OF OUR PROMISING FUTURE". Our TQM efforts must focus on that culture and try to understand and manage it in a positive way that creates an environment for success.

Some of our TQM initiatives are a means to an end. Investment in Excellence (IIE), for example, is a means for employees to realize personal goals; goals which may be defined for the employee by other TQM initiatives such as Team Building, OCI/ACUMEN, Wellness, or Executive Development. Varied as these efforts may be, specific linkages exist between them. These linkages must be recognized so that we can manage these efforts consistently to accomplish our strategic objectives.

TQM in DSAC

To successfully improve TQM as a management philosophy, it must be omnipresent in DSAC's environment. TQM must be incorporated into DSAC's plans, goals, objectives, strategies, management style, work processes and organizational culture. Certain principles are the essence of TQM and comprise the foundation upon which all management activities and behavior are based. Namely:

Continuous Process Improvement

The primary TQM objective is the unending improvement of every aspect of DoD's work. That objective is implemented through a structured, disciplined approach that improves all processes. With TQM, emphasis is placed on preventing defects through process improvement rather than discovering them through product inspection.

Process Knowledge

Process knowledge is essential for positive change. Since positive change is primarily created through process improvement ideas generated by those who work within the process, they must thoroughly understand the processes.

User Focus

Customer response and mission performance are the absolute tests of DSAC's effectiveness. Although Service members are DSAC's ultimate customers, each and every DSAC process has dependent intermediate customers. A thorough understanding of the needs of all customers, intermediate or ultimate, not only provides the means for assessing performance, it also helps DSAC to focus its future direction and establish it future goals.

Commitment

Top leadership ensures DSAC's strong, pervasive commitment to continuous improvement. Cost reduction, schedule compliance, customer satisfaction, and pride in workmanship all flow from an overt dedication to continuous quality improvement. Acting on recommendations to make positive changes demonstrates commitment to improvement.

Top Down Implementation

TQM has been implemented by top DSAC leadership and it is flowing down as a waterfall. This cascading deployment ensures that DSAC leaders understand, demonstrate, and can teach TQM principles and practices before expecting them from, and evaluating them in, their subordinates.

Constancy of Purpose

DSAC leadership produces, communicates, and maintains a common purpose, with all DSAC employees working toward that purpose. Consistent goals and objectives provide focus and are realized through practicing continuous improvement and recognizing and rewarding behavior aimed at achieving the purpose.

Total Involvement

Because all products and services are produced through processes, process improvement applies to every individual in DSAC. Involvement by DSAC team members leads to commitment, the commitment to pursue continuous improvement and the acceptance of the improvements identified by the team.
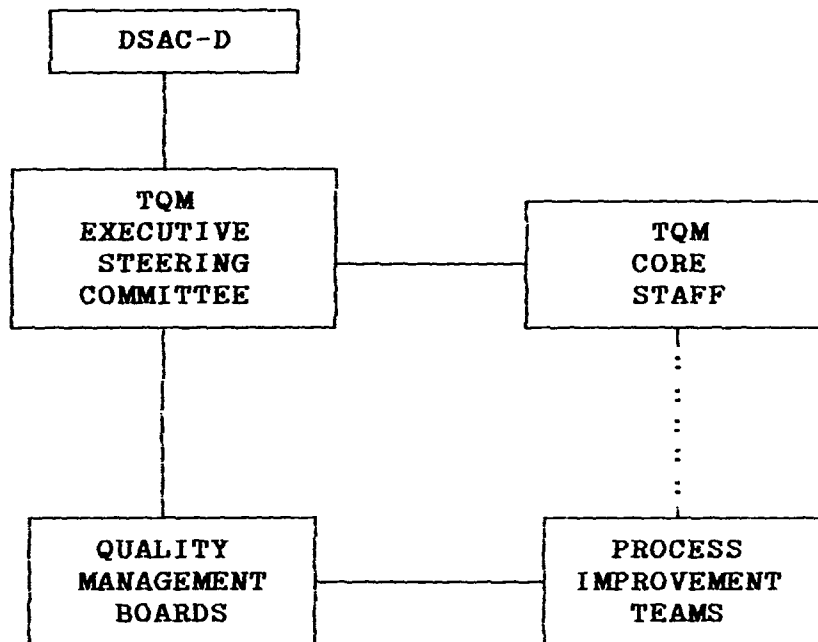
Teamwork

TEAM ATTACK is essential for continuous improvement. Teamwork and team structure align goals, objectives, and thought. Team activities build communication and cooperation, stimulate creative though, and provide an infrastructure supporting TQM practices.

Investment in People

DSAC's largest and most valuable investment resource is its people. They provide the knowledge and expertise on which DSAC relies. They are the most essential component in continuous process improvement. Training, team building, and worklife enhancements are important elements in creating an environment in which our people can grow, gain experience and capability, and contribute to the national defense on an ever increasing scale.

TQM Structure and Responsibilities

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   │   QUALITY     │        │   PROCESS    │
   │  MANAGEMENT   │────────│ IMPROVEMENT  │
   │   BOARDS      │        │    TEAMS     │
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TQM Executive Steering Committee (ESC)

Chaired by: DSAC Deputy

Membership: DSAC-DC, DM, All Directors and Office Chiefs

Function: Coordinates strategic quality improvement
              efforts. Identifies critical customer
              requirement thrust areas based on customer input and
              feedback. Prioritizes products and services for quality
              improvement. Establishes Quality Management Boards
              (QMBs). Provides resources for TQM initiatives.
              Reviews TQM Implementation Plan prepared and
              recommended by the TQM Executive Working Group.
              Recommends approval of that plan to the DSAC Commander.
              Reviews Process Improvement Team/Quality Management
              Board recommended actions for adoption.

TQM Core Staff

Chaired by: DSAC TQM Focal Point

Membership: DSAC employees who may spend up to 100% of their work

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time to the TQM effort which is their primary duty and/or responsibility. The DSAC TQM Core Staff must be comprised of those individuals who are responsible for all TQM related efforts to include: Statistical Process Control (SPC), Organizational Culture Initiative (OCI), Team Building, Investment in Excellence training, and Wellness. These TQM resources must be consolidated to ensure minimal impact on operational areas, efficiency in administering the multiple efforts, and consistency in program administration.

Function: Recommends TQM Implementation Plan, Goals, and Strategies. Consults the ESC. Assists the ESC in coordinating quality improvement activities. Monitors implementation plan progress, reports progress to the ESC, and recommends corrective actions where warranted. Provides guidance to Quality Management Boards (QMBs) and Process Improvement Teams (PITs) as necessary. Performs administrative functions required by the TQM effort. These functions will include: Planning TQM activities, executing these plans and/or monitoring the execution of these plans. Implementing TQM programs as necessary, eg. SPC. Determines TQM training needs, sources, and audiences; schedules TQM training. Acts as public relations contact. Assist QMBs in process analysis and data interpretation. Train PITs in problem solving and use of graphic methods. Assist PITs in process analysis and documentation of findings. Conduct TQM training as necessary.

Quality Management Boards

Chaired by: ESC members

Membership: Mid-level managers determined by QMB chairperson. Members are chosen for their expertise in the DSAC work processes which are the focus of the QMB.

Function: To identify specific DSAC work processes related to the products and services targeted by the ESC. Establish PITs and ensure that PIT members are trained. Consolidate and interpret process data; identify system problems and develop solutions. Review recommendations made by PITs and recommend approval to the ESC. Document major results of process improvement initiatives.

Process Improvement Teams

Lead by: Leaders designated by QMBs

Membership: Members are selected based on their expertise in the areas under review.

Function: Conduct process analysis for quality improvement. Collect process data for QMBs. Recommend process corrections. Establish process monitoring systems. Document process analysis and improvement activities. Customer and/or supplier participation is a vital aspect of the PIT problem resolution effort. For this reason, both customers and suppliers should be members DSAC PITs when appropriate.

TQM Goals and Strategies

GOAL #1:   Institutionalize TQM in DSAC

STRATEGY: The institutionalization of TQM in DSAC is a strategic
initiative; a process which will require a a minimum of 7-10 years.
Each employee should be knowledgeable of TQM techniques; but
moreover, DSAC's culture, attitudes, and values should evolve so
that each employee feels a strong moral commitment to practice TQM
in the course of conducting his daily matters at work. <u>DSAC must
reaffirm its commitment to its Strategic Plan by having its
executive level managers participate in a replanning initiative that
addresses TQM.</u>

**GOAL #2:   Provide the Best Possible Products and Services to DSAC
Customers**

STRATEGY: DSAC will pursue this goal by demonstrating uncompromised
management commitment to buying and supplying the highest quality
products and services. A primary means for accomplishing this goal
will be to involve <u>both</u> <u>DSAC's customers</u> <u>and</u> <u>supporting contractors</u>
in our TQM initiatives. The DSAC Visitation Program, participated
in by both managers and employees at the worker level, will sustain
close ties with DSAC customers and supporting contractors who will
provide feedback to our process improvement initiatives. Techniques
such as rapid prototyping will bring systems users and developers
closer together to improve the quality of systems designed by DSAC
for our customers.

GOAL #3:   Pursue Continuous Improvement of Work Processes

STRATEGY: DSAC's implementation of TQM will seek continuous
improvement of DSAC work processes. To that end, Statistical
Process Control (SPC) will be used, where practical, to provide
empirical evidence of process performance. DSAC must enhance its
recognition and awards program to provide adequate incentives for
quality improvements. DSAC's recognition and awards program will
incorporate such things as group/team standards, awards, and
incentives for risk taking. Pursuing this goal can be facilitated
by evolving to an organizational culture that allows quality
improvement ideas to be quickly and efficiently adopted.

GOAL #4:   Evolve to a Satisfaction Style Organizational Culture

STRATEGY: DSAC must make TEAM ATTACK a reality. We can accomplish
this goal by managing our organizational culture to one in which
employees can maximize their personal achievements. Employees'
maximum potential for self-actualization can be realized by creating
a Satisfaction Style organizational culture as defined by Human
Synergistics, Inc. DSAC's Executive Development Program will
develop leaders whose management styles will promote quality

improvement. Improving communications is a collateral effort linked to this goal; mutually supporting our efforts to improve teamwork: the building of a work environment where employees will like to, want to, and love to work.

GOAL #5:   Integrate All Quality Program Goals, Objectives and Strategies with DSAC's Strategic Plan

STRATEGY: DLA's/DSAC's various quality programs have different PSE or DSAC sponsors. To ensure that DSAC efforts to support these programs are not redundant or at cross purposes, their planning will be integrated with DSAC's Strategic Plan to ensure a consistent approach to meeting their goals.

GOAL #6:   Create a Work Environment that Promotes the Health and Well-being of DSAC employees

STRATEGY: DSAC's efforts will concentrate on creating a total environment conducive to the Health and Well-being of our employees. Initial areas of emphasis are the employees' physical and mental health (Wellness), physical work environment (CERL), and interpersonal work environment (Organizational Culture).

GOAL #7:   Provide TQM Training to All DSAC Employees

STRATEGY: DSAC must secure appropriate TQM training for all employees. This training must be given to the executive level of management, and to lower levels of management and employees at the work level. Initially, training will be provided by contractors. DSAC will develop the capability to provide TQM training to members of QMBs and PITs by developing DSAC employees as TQM facilitators. DSAC's TQM training will evolve from general/conceptual to detailed/specific as our TQM proficiency and sophistication increases. Investment In Excellence will be incorporated as an integral part of DSAC's suite of TQM training offerings.

Goal #8:   Develop an Incentive System in DSAC that Focuses on Customer Service

Strategy: DSAC must develop incentives that focus on long-range goals, that motivate managers to desired forms of behavior, and that reward quality service to our customers.

Execution Plan
Milestones

Action	Date
Submit Initial TQM Plan to DLA-Q	1 Jul 89
Establish TQM Structure	31 Jul 89
Conduct TQM Training	31 Aug 89
Integrate Strategic/TQM Planning	30 Sep 89
Submit Improved TQM Plan to DLA-Q	15 Nov 89
Continuously Improve TQM Plan	Ongoing

Terms and Definitions

Incentive - something that induces, provokes, or motivates someone to act or take action.

Organizational Culture - the shared beliefs, attitudes, and values which guide the thinking and behavioral style of an organization's members.

Process - a systematic approach to accomplishing a specific task.

Process Improvement Cycle (also called "Shewhart Cycle" or "Plan, Do, Check, Act Cycle" - an analytical method for improving processes. The improvement cycle consists of: identification and prioritization of opportunities for improvement, identification of work processes, identification of the best solutions and monitoring of effectiveness.

Quality - the attributes of a product or service which are desired by the customer.

Quality Programs - any of the DLA and/or DSAC programs whose purpose is to foster a DSAC business environment in which DSAC can provide the best quality customer service and satisfaction possible. These programs are listed and described in Appendix B.

Risk - the potential or probability that unwanted events will occur which will adversely effect a work effort.

Risk Taking - the conscious effort to undertake a work effort whose risk exceeds DSAC's normal capacity to effectively manage that risk with the objective of securing a greater benefit from the work effort than might be otherwise achievable. '

Statistical Process Control - a measurement method used for assessing the performance of processes.

Strategic Planning - the continuous process of making present risk taking decisions systematically and with the greatest knowledge of their futurity based on an assessment of DSAC's business environment (strengths, weaknesses, opportunities, and threats); organizing systematically the efforts needed to carry out these decisions; and measuring the results of these decisions against the expectations through organized systematic feedback.

TEAM ATTACK - DSAC's organizational teamwork philosophy for providing the best possible customer support through continuous improvement of our work processes. TEAM ATTACK entails defining a corporate customer support vision, communicating that vision to the DSAC workforce, a feedback/reinforcement process to solidify the vision in the minds of DSAC's employees and empowering employees to continuously improve customer support.

Total Quality Management - a management philosophy, based on the principles put forth by Deming, Juran and Crosby, which seeks continuous improvement of work processes using statistical methods and teamwork.

APPENDIX A

Quality Programs

DSAC Visitation Program - a customer support program in which DSAC system developers (managers and workers) make on site visits to the users of their systems to identify customer needs and to resolve problems.

Economy and Efficiency in an Enriched Work Environment (E-4) - a DLA-C sponsored program intended to maximize DLA's operational productivity and quality of products and services through creating an enriched work environment for its employees.

Executive Development Program - a training program focusing on DSAC's corporate executives which is to develop management and leadership skills necessary to achieve DSAC's strategic goals.

Futures II - a cluster of initiatives for better management and development of DLA's workforce which focuses on human resources development (training and career management) as well as on the way supervisors deal with their employees and the way HQ interacts with DLA field activitie°.

Investment In Excellence - a training course authored by Dr. Louis Tice which helps individuals to expand their self-image, performance and maximize their potential as human beings.

Organizational Culture Initiative - a DSAC Command project intended to identify DSAC's current organizational culture, to identify the organizational culture best suited to accomplishing DSAC's strategic goals, and to propose and initiate strategies necessary for DSAC to evolve from the current to the ideal culture.

Systems Furniture Project - a DSAC Command project intended to create a modernized DSAC work environment, conducive to higher employee productivity, through the installation of modularized system furniture.

Wellness - Promotes high morale and productivity by encouraging employees to become proactively involved in their health and well-being through a variety of activities including: nutrition education, weight loss and fitness programs, stress reduction and coping skills, and disease prevention.

Work Team Building - a DSAC initiative which is to foster teamwork throughout DSAC and to communicate DSAC's Strategic Vision to all DSAC employees in order to instill a common teamwork approach to all business activities.

APPENDIX B

Quality Management Board (QMB) Charters and Execution Plans

(Development Pending)